Career Building

Through Competency Architecture

By Chandramowly

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Excellence is always confined to few - mediocre cases are many

"I am happy to tell you that I have finished reading the MS office manual".

"Good to know that Gopal". "Can you enter this data using excel and pull out a pie chart on a power point?"

"Yes, I could do that. But I need some more time. I haven't used the on line help demos yet. By next week I will be certainly ready to do it". "Don't bother Gopal, I just need to get it now. Here goes John. Hi John, will you help me with the charts and presentation? I know you can do that quickly". "Look! I am just coming out of the meeting with boss. My head is blowing out. You have Ramesh in your department right? Why can't you get that done from him? I am sorry I can not help you now…"

"OK John, relax. Ramesh won't be able help me, you know! His plat is always full and if I still insist, he takes the work and that get in to the wheel of procrastination". Let me see what I can do. Yes. I may approach Brinda, she may help me out." Our Manager runs to Brinda, the Secretary to VP-Finance. When he asked, Brinda says, "Sir, it would be my pleasure to do that. But I am very sorry, I need to complete documenting minutes of the board meeting. It affects my performance rating if I don't send it time.

Preparing a presentation requires knowledge of MS office. However, knowing is not enough. One must be able to apply knowledge. Application of knowledge is Skill. Knowledge and Skill, both are required to produce results. Some times the combination of knowledge, skill and experience also may fail to deliver good results because of absence of another component called 'Will', the willing attitude to do something, by applying the knowledge and experience.

Results occur when knowledge, skill and experience are driven by right attitude. McClelland calls it as "underlying characteristics". If you know the underlying characteristics of a person, you may predict what he could do. Underlying characteristics lie beneath the 'iceberg' of human personality. In the above story, Gopal had the knowledge but not Skill. John had both and not the will. Ramesh has all but suffers from his known attribute of procrastination. Brinda, though willing to do, is not motivated to take up this job. If you examine further, you will detect that motivation is actually connected to the hidden values of an individual. The combination of Knowledge, Skill, Experience, Attitude, Attribute, Motive and Values that promote higher performance in individuals and organisations are called 'COMPETENCIES'

Karan and Yusuf graduated from the same law school with almost matching credentials. They took up different jobs. Yusuf became an advocate and Karan Joined a Bank. Yusuf today is one of the senior members of judiciary and he was not too happy to meet his friend Karan after a long gap of 12 years. It was an irony that he had to pass a judgment of guilt against Kareem in a bank fraud.

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